

# **Town Center Improvement District**

---

## ***Vision 2020***

*Adopted, September 10, 1999*  
*Published, September 16, 1999*  
*Revised, April 19, 2006*

## Contents

Vision .....	1
Mission.....	1
Values .....	1
Critical Success Factors - list .....	1
Public Policy .....	2
Operations .....	8
Economic Development .....	13
Public Safety .....	16
Employment .....	20
Promotions .....	22
Mobility.....	26
Facilities .....	30

## **TCID VISION 2020**

### **VISION**

The Town Center Improvement District is a pivotal player in building bridges between business and government. TCID is the catalyst facilitating economic growth, while at the same time, preserving the quality of life to make this area a premier destination for exciting and memorable experiences. Create both in perception and reality The Woodlands Town Center as a great place to live, shop, work and invest.

### **MISSION STATEMENT**

The Town Center Improvement District is a local governmental agency whose mission is to promote, develop, encourage and maintain economic development for the public benefit in The Woodlands area.

### **VALUES**

Integrity, credibility & trust (fiscal responsibility)  
Commitment to customer satisfaction through quality services  
Open and honest communications  
Continual improvement  
Create value for our stakeholders  
Fun & enjoyment

### **CRITICAL SUCCESS FACTORS**

- < **PUBLIC POLICY**
- < **OPERATIONS**
- < **ECONOMIC DEVELOPMENT**
- < **PUBLIC SAFETY**
- < **EMPLOYMENT**
- < **PROMOTION**
- < **MOBILITY**
- < **FACILITIES**

## **Critical Success Factor - PUBLIC POLICY**

**Rationale:** Our success will be measured by the perception of the soundness of our decisions and the resulting benefit to the public.

**Objective:** In every policy decision we will employ the following principles:

- |              |             |               |
|--------------|-------------|---------------|
| • Open       | • Feasible  | • Efficient   |
| • Fair       | • Timely    | • Resourceful |
| • Responsive | • Effective | • Lawful      |

and, we will ensure that each decision fits within the TCID legislative mandates of promotion of business, creation of jobs, economic development and public safety.

### **1. Strategy: Boundaries**

**1.2. Goal:** More clearly define the ever changing boundaries of the District and the impact area:

\*2 miles out from current district boundary

\*\*1 mile either side of highway 242 (between 1488 and I-45)

- 1.1.1. Develop process flow chart to illustrate steps, sub-steps and critical path to aid in understanding how the process works.
- 1.1.2. Respond to petitions for annexation as initiated by property owners in a timely manner.
- 1.1.3. Consider expanding the boundaries of Town Center Improvement District (TCID) by proactively working with developers to identify opportunities to annex tracks of land being sold that will be developed for commercial uses; in conjunction with the ability to deliver services.

#### **Resources:**

Enabling Legislation  
Legal counsel  
Ariel maps  
Board review  
Property owners

#### **Measurements:**

Annexation policy  
Evaluation of services delivery  
Fit with the TCID Vision and Mission  
Turn-around time for process completion  
Process flow chart  
Services provided for funds received  
Financial analysis

**2. Strategy:** Managing Funding Requests from Outside Organizations and Individuals

**2.1. Goal:** Develop a “Request for Funding” application and procedure to guide organizations and individuals seeking financial support from TCID.

2.1.1. Determine contents of application package, i.e., instructions, definitions, examples of what would be appropriate and examples of what would not be appropriate, justification requirements, consideration and determination of gross and net negative impact, consideration and determination of potential enhancements, sufficiently detailed budget, results measurement requirements, review and appeal procedures, reporting requirements and procedures, etc.

2.1.2. Establish a written procedure outlining the steps and time-lines for completing and submitting a request for funding application package (i.e., petitioner requests, receives, completes and returns application package, staff reviews for completeness, director or designees reviews for appropriateness to TCID mission, board finance sub-committee determines availability of funds, director submits request to full board, petitioner makes presentation to full board, etc.).

**Resources:**

Examples of funding request packages other governmental and non-governmental organizations use.

Services of a grant writer to help establish guidelines and procedures

**Measurements:**

Request for funding package written.

Measurement requirements and reporting system sufficiently standardized, valid and reliable to meet the Board’s own accountability reporting requirements.

**3. Strategy:** Strategic Alliances (for example, economic development partners, public to non-profit, public to public, public to private, and community associations).

**3.1. Goal:** As needs arise, identify and establish alliances with organizations that will help us achieve our vision and carry out our mission.

3.1.1. Develop a list of organizations and contacts for current and identified future projects and programs.

3.1.2. Establish liaison contacts within TCID and identified organization obtain membership as appropriate and develop working relationships and communications channels.

3.1.3. Formalize strategic alliances through service agreements and inter-local agreements when circumstances demonstrate need or as required by law.

**Resources:**

List of current and future TCID projects  
List of organizations

**Measurements:**

Working relationships established with individuals within the supporting organizations.  
Copies of alliance organization's vision, mission or other charter documents to show relevant connections.

- 3.2. Goal:** Participate in determining future governance pertaining to both local and regional decision making.

- 3.2.1. Work proactively with legislators and entities such as community associations, business organizations and governments in seeking solutions surrounding the annexation questions and issues.
- 3.2.2. Represent the interests of the Town Center Improvement District as strategic alliances are created to deal with annexation issues.
- 3.2.3. Review and monitor all government related matters including annexation issues and other legislative actions that may impact TCID.
- 3.2.4. Determine TCID's policy position in governance of The Woodlands.

**Resources:**

Legislators  
Legal counsel  
Strategic Alliances  
Funding support  
Consultants  
Governance Steering Committee

**Measurements:**

Reporting function  
Public opinion survey  
Cost benefit analysis  
Impact on TCID's Mission

- 4. Strategy:** Awareness and Education of the district public policy and goals (legislators, city & county officials, stake holders, community relations, gain support, research).

- 4.1. Goal:** Distribution Information

- 4.1.1. Identify and access appropriate pro-active integrated network of communication to create an understanding of TCID public policy and goals (e.g., bulletin board, e-mail and electronic materials).
- 4.1.2. Each staff and board member is encouraged to build relationships in the community to support open flow of communication.

- 4.1.3. Develop reaction strategies to take advantage of potentially adverse events.

**Resources:**

Media relations  
Community relations  
Various communication media

**Measurements:**

Public opinion polls

- 5. Strategy:** Tax at the rate authorized to provide services mandated by our legislature.

- 5.1. Goal:** Position the district financially to deliver services.

- 5.1.1. Strict adherence to investment management policies such as:  
- Monitoring the collection of taxes  
- Investment based on security, liquidity and yield.  
5.1.2. Ensure proper staffing levels to provide appropriate levels of internal and external oversights.

**Resources:**

Public Funds Investment Act  
Enabling legislature to collect taxes  
Investment policy  
Funds for staffing investment over site

**Measurements:**

Monthly financial reports  
Monthly investment reports

- 6. Strategy:** Public Affairs

- 6.1. Goal:** Build into TCID infrastructure a system to provide on-going sampling of public opinion.

- 6.1.1. Identify multiple sampling methods, i.e., in-person “mall” type interviews, telephone surveys, direct mail-direct response.  
6.1.2. Contract with a non-biased public opinion polling/surveying firm that can provide standard, as well as, “instant polls”.  
6.1.3. Work with other entities who perform periodic polling for cost effective strategic alliances.

**Resources:**

Line-item budget  
List of appropriate polling/survey methods  
Contracting form to conduct polls and surveys  
Other associations/entities

**Measurements:**

Accurate information upon which to base decisions

Charts, graphs, database, press releases

- 6.2. Goal:** Achieve excellent community relations by adhering to our public policy principles and providing accurate information in a timely manner.

6.2.1. Place the public policy in the employee handbook.

6.2.2. Periodically, each staff member will demonstrate a satisfactory understanding of TCID public policy.

**Resources:**

Employee handbook

Board of Directors handbook

**Measurements:**

Staff and board member's abilities to communicate a clear understanding of TCID public policy.

- 7. Strategy:** Identify sources of revenue available to the District.

- 7.1. Goal:** Evaluate and explore other sources of revenue.

7.1.1. Evaluate and explore other sources of revenue such as ad valorem tax, charging fees for services, revenue sharing for new events, usage fees, grants, corporate sponsorships, and others.

**Resources:**

TCID enabling legislation

Legislative amendments

Finance Department

Sponsorship development management

Consultants

Staff

**Measurements:**

Revenue from alternative sources

Financial forecast

Budget and revenue impact review

- 8. Strategy:** Public Comment at Board Meetings

- 8.1. Goal:** Provide ability for the public to communicate to the board during public meetings.

8.1.1. Add citizen comments to agenda.



- 8.1.2. Offer a telephone number or email address for residents to ask questions, comments or reach help.
- 8.1.3. Governance & Nominations Committee to develop procedures.

**Resources:**

TCID Governance & Nominations Committee  
Staff  
Roberts Rules of Order  
Existing city and county policies  
Texas Municipal League  
Community Associations of The Woodlands

**Measurements:**

Level of public participation  
Public perception  
Survey instrument

**9. Strategy:** Developing and implementing effective rules

**9.1. Goal:** Adopt rules to safeguard lives and property

- 9.1.1. Write rules and enforcement procedures.

**Resources:**

Amended enabling legislation  
Legal counsel  
Consultants  
Texas Municipal League  
Existing municipal practices  
Community Associations of The Woodlands

**Measurements:**

Public's knowledge of District rules  
Number of reported incidents  
Public opinion survey instrument  
Revenues from permits and franchise fees

## **Critical Success Factor - TCID OPERATION**

**Rationale:** It is important that our decisions are both in perception and reality made on sound principals.

**Objective:** Spectacular public service

**1. Strategy:** Adequate Staff (executive support, interns, volunteers, out source/contract, consultants).

**1.1. Goal:** Insure the District maintains an adequate level of staffing to carry out the internal and external functions of the District, delivering the highest quality of service in a prompt and courteous manner.

- 1.1.1. Develop compensation incentives strong enough to recruit and retain quality employees by providing competitive salary and benefits package to include health, dental life and disability insurance, bonus and retirement programs.
- 1.1.2. Provide continuing education opportunities to enhance skills, develop special talent and promote personal growth and achievement. (i.e., conferences, seminars and higher education leading to advanced degrees).
- 1.1.3. Develop achievable personal goals for each employee annually to coincide with the Vision and Mission of the District.
- 1.1.4. Recruit bilingual staff where needed and provide bilingual training to current staff as needed.
- 1.1.5. Maintain a professional atmosphere while engaging employees in enthusiastic participation in the District's Vision and Mission and having fun!
- 1.1.6. Identify opportunities to utilize interns and volunteers to assist staff with special projects, events and general service functions.

### **Resources:**

Salary and benefit surveys of comparable Districts  
District revenues  
University Center, professional associations and special training programs  
Employee benefit consultants  
High school and university students  
Service organizations  
Language training programs

### **Measurements:**

Percent of employee turnover  
Performance evaluations  
Annual staffing review and workload assessments  
Compliments and complaints from follow workers, Board members and the public  
Frequency of mistakes

Bi-lingual staff in positions appropriate to identified needs and goals

2. **Strategy:** Effective Board (attendance, participation, composition, selection process, fun & humor).

- 2.1. **Goal:** To be an active Board of Directors committed to the Vision and Mission of the District.

- 2.1.1. Facilitate fluid and open communication among Board members.
- 2.1.2. Maintain fluid and open communication between Board members and staff.
- 2.1.3. Obtain accurate reliable information to facilitate sound decision making by Board members.
- 2.1.4. Attend Board meetings and participate in discussion.
- 2.1.5. Attend orientation and educational programs for Board members.
- 2.1.6. Participate in standing committees.
- 2.1.7. Act in a professional manner in accordance with the Open Meeting/Open Records Laws.

**Resources:**

Staff preparation and research  
Written communications  
Regularly scheduled meetings  
Government code  
State constitution  
Tax code  
Enabling legislation and amendments  
Legal counsel

**Measurements:**

Attendance records, minutes of Board meetings, demonstrated courtesies between Board members, level of discussion during meetings, preparation before meetings, periodic status reports.

3. **Strategy:** Public Visibility (promotions/newsletter, communication, public safety, new office location, match resources with grants).

- 3.1. **Goal:** To be visible in such a manner as to earn and maintain the public's confidence that the District is properly executing its legislative mandates.

- 3.1.1. Public communication by way of a monthly newsletter.
- 3.1.2. Press releases promoting District activities and accomplishments.
- 3.1.3. District offices established in a central, easily accessible location within the boundaries of the District.
- 3.1.4. Visual enhancements demonstrating an active District with a Vision and a Mission:
  - Public safety patrols

- Visual improvements
- Workforce newsletter
- Advertising/promoting the business constituents
- Web page
- Public meetings
- Parks
- Convention Center
- Theater.

**Resources:**

Revenue

Media

Internet

Consultants

Office Building

Defined programs consistent with mandates

**Measurements:**

Public reaction to district programs (praises/complaints)

Public opinion polls

Constituent reaction to District programs (praises/complaints)

Surveys to determine the public's understanding of the Vision and Mission of the District.

- 4. Strategy:** Financial Management (debt management, investments, budget, cash management).

- 4.1. Goal:** Maintain a sound financial position for the District through careful and thoughtful fiscal management of the District's resources.

- 4.1.1. Establish and maintain banking and investment relationships that insure security of principal, liquidity of funds and competitive yields on investments.
- 4.1.2. Adopt and adhere to an Investment Policy as required by law.
- 4.1.3. Research and develop fiscally sound budgets annually for the operation of the District.
- 4.1.4. Plan investments around cash needs.
- 4.1.5. Structure debt service in a manner that preserves District programs and conforms to statutes when required.
- 4.1.6. Conduct quarterly reviews of bookkeeping functions by a certified public accountant.
- 4.1.7. Conduct an annual audit by a firm experienced in auditing government finances as required by law.
- 4.1.8. Determine necessity and adequacy of reserve funds for District assets.
- 4.1.9. Establish a periodic reserve fund study for capital replacement.
- 4.1.10. Conduct analysis to determine appropriate financing options when funding

new facilities.

**Resources:**

Sales tax and hotel tax revenues  
Public Funds Investment Act  
Legal counsel  
Auditors  
Staff (comptroller)  
Alternate sources of revenues

**Measurements:**

Cash flow analysis  
Budget to actual comparisons  
Investment reports  
Financial reports  
Audit reports  
Cost benefit analysis  
Cost of capital

- 4.2. Goal:** Sell bonds to fund capital improvement projects such as a convention center/hotel, parking garages and improvements to public spaces.

- 4.2.1. Develop a business plan for each project accurately determining costs and participation requirements for the District.  
4.2.2. Hire financial consultants and tax attorneys as needed.

**Resources:**

Consultants, legal counsel, financial advisors and tax attorneys  
District revenues  
Bond market  
Business plan for each project

**Measurements:**

Strength of business plan  
Acceptance in bond market  
Ability to retire debt

- 5. Strategy:** Governance Issues (delegation of authority, committees, Board policies, Board structure)

- 5.1. Goal:** Board of Directors to delegate the day-to-day management of the District to the President while observing its fiduciary and public policy making responsibilities as the governing body of the District.

- 5.1.1. Create a special committee to receive and consider financial reports, audits and recommendations from the President on financial and operational

issues requiring Board action and to approve spending requests which exceed the spending authority of the President, and delegate certain spending authority to this special committee to facilitate uninterrupted flow of District activities.

- 5.1.2. Establish spending and check writing authority for the President to facilitate efficient daily operation of the District.
- 5.1.3. Delegate to the Executive the authority to hire, fire and supervise the District's staff.
- 5.1.4. Establish the President as the Chief Investment Officer and Budget Officer for the District.
- 5.1.5. Establish an investment committee to assist the President.
- 5.1.6. Establish a special projects committee to assist the President in researching and developing recommendations concerning but not limited to annexation issues, capital improvement projects, funding requests from various organizations.
- 5.1.7. Delegate to the President when appropriate special authorities to facilitate efficient operation of the District.
- 5.1.8. Develop Board policies consistent with carrying out the Vision and Mission of the District, in compliance with the District's enabling legislation and providing public benefit.
- 5.1.9. Organize Board meetings to begin and end on time.
- 5.1.10. Provide necessary background information, orientation materials and training programs to support each Board member's ability to actively participate.

**Resources:**

Government Code  
Enabling legislation  
Experience of other districts  
Legal Counsel  
President  
District Revenue

**Measurements:**

Budget  
Financial review  
Supporting facts for recommendations  
Statutory and constitutional tests.

## **Critical Success Factor - ECONOMIC DEVELOPMENT**

**Rationale:** In order for The Woodlands Town Center to sustain its growth momentum, TCID will play an intricate role in the creation of wealth in the South Montgomery County area.

**Objective:** Our objective is the recruitment of new businesses, the retention of existing businesses and the expansion of current businesses. (Example: Partnership with SMCWCC to publish a newsletter specifically related to employment issues in SMC.)

**1. Strategy:** Public and private partnerships

**1.1. Goal:** Team with private and public entities to leverage resources, obtain goal alignment and achieve efficient deployment.

1.1.1. Identify other organizations with similar goals and objectives to explore [synergistic] opportunities.

1.1.2. Negotiate agreement.

1.1.3. Deploy and measure results.

**Resources:**

Legal counsel

SMCWCC

Bonding capability/Financial resources

Financial advisors

**Measurements:**

Each partnership / alliance is to be measured individually based upon the targeted outcomes and can include such items as return on investment, public good, image, etc.

**2. Strategy:** Participate and support South Montgomery County Economic Development Partnership (EDP).

**2.1. Goal:** Utilize the resources of the EDP to reduce the total funding burden to TCID in fulfilling our Economic Development legislative mandate.

2.1.1. Provide funding at the level appropriate to ensure the EDP goals are achieved.

**2.2. Goal:** Participate as a sustaining partner to establish and maintain viability and credibility of the EDP.

2.2.1. Provide active board membership and leadership.

**Resources:**

Budget  
South Montgomery County Economic Development Partnership charter  
Board Representation

**Measurements:**

Execution of terms of South Montgomery County Economic Development Partnership service agreement with Town Center Improvement District.

3. **Strategy:** Act as a liaison between private organizations and local governmental entities to facilitate negotiations Economic Development incentives.

- 3.1. **Goal:** Local governments grant economic development incentives to attract business to region.

- 3.1.1. Introduction of local government leaders to CEO's.
- 3.1.2. Identify economic development incentives.
- 3.1.3. Assist in filing of applications for economic development incentives.

**Resources:**

State grants  
County tax abatement policy  
Municipal tax abatements  
Economic development corporation grants

**Measurements:**

Grants acquired  
Tax abatements achieved  
Other incentives secured

4. **Strategy:** Creation of Economic Development Zones

- 4.1. **Goal:** Attract unique retail businesses to the District using economic development incentives authorized under Chapter 380 Tax Code.

- 4.1.1. Identify unique retail businesses that significantly impact the District's local economy.
- 4.1.2. Create financing incentives supported by economic development sales taxes to lure unique retail businesses to the District.
- 4.1.3. Hold an election as required to create economic development zones.

**Resources:**

Tax Code (Chapter 380)  
Budget  
Financial Analysts  
Bond Attorneys  
Consultants  
Staff



**Measurements:**

Increase retail sales

Increase general sales tax revenues

Creation of jobs

Public opinion

**5. Strategy:** Attract entertainment venues

**5.1. Goal:** Create a vibrant downtown.

5.1.1. Encourage, support and assist in the development of diverse entertainment venues and activities for daytime and nighttime fun.

**Resources:**

Developers

South Montgomery County Economic Development Partnership

Economic Development Zones

Marketing department

Budget

**Measurements:**

Public satisfaction surveys

Sales tax revenues

Occupancy rates – hotels

Leasing

Square foot rates

Number of activities

## **Critical Success Factor - PUBLIC SAFETY**

**Rationale:** Pro-active public safety programs are essential to making TCID a premier destination for exciting and memorable experiences.

**Objective:** The Town Center will be among the top safest retail and commercial districts in the U.S. as measured by the CapRisk crime vulnerability assessment.

**1. Strategy:** Interlocal Agreements

**1.1. Goal:** Maintain on-going, positive relationships with local law enforcement service providers.

1.1.1. Invite and involve local law enforcement and public safety leaders to participate in research, site visits and public safety plan development.

1.1.2. Conduct public safety meetings with private security practitioners, local business managers and local law enforcement entities.

### **Resources:**

Budget for site visits

Crime data for research

Inter-local agreements

Internal/external project and event management

### **Measurements:**

Response to programs

Attendance at meetings

Level of participation in research, site visits and public safety plan development

Feedback/Support

**2. Strategy:** Maintain a high level of proactive law enforcement visibility, availability and awareness.

**2.1. Goal:** Achieve no less than a 50-50 ratio of police officers on patrol to officers responding to calls for service.

2.1.1. Based on the analysis of crime trends, continue to recommend as needed increases in law enforcement staffing, re-allocation of manpower and /or other resources as required.

2.1.2. Work with law enforcement management to improve the public safety plan through periodic review of manpower and equipment allocation to use resources more effectively.

### **Resources:**

Montgomery County Sheriff's Department

Pct. 3 Constable

Law enforcement foot/bike patrol  
Vehicles & equipment  
Oak Ridge North Police Department  
Shenandoah Police Department  
Department of Public Safety  
Mobile data terminal  
Public safety facility  
Montgomery County Commissioners Court  
Community Associations of The Woodlands

**Measurements:**

CapRisk Crime Vulnerability Assessments  
Town Center Annual Update on Crime  
Major crimes analysis  
Mounted Patrol Reports  
Monthly Crime Report analysis  
Office calls - complaints/praise

- 3. Strategy:** Support law enforcement public safety efforts with other kinds of security support in public areas.

- 3.1. Goal:** Provide contract security and courtesy officer public safety support programs to provide a secondary layer of public safety to assist law enforcement agencies.

- 3.1.1. Research, develop and implement public safety programs, both internally and externally, using contract security and courtesy officer manpower to increase visibility, to augment police manpower and support law enforcement efforts.
- 3.1.2. Develop and maintain a preferred provider program to reduce security costs for TCID businesses.
- 3.1.3. Review and report street lighting issues to responsible organizations.

**Resources:**

Alpha & Omega Mounted Patrol  
Private security vendors  
Consultants  
Preferred Provider program  
Monthly crime report  
Town Center Annual Update on Crime  
Utility companies  
Community Associations of The Woodlands

**Measurements**

Requests for assistance from agencies  
Trends in specific activities  
Cost analysis of the Preferred Provider program

Mounted Patrol report  
Monthly crime report analysis  
Town Center Annual Update on Crime analysis

- 4. Strategy:** Support law enforcement manpower through the use of electronic security technology.

- 4.1. Goal:** Provide electronic security technology to support law enforcement and private security manpower and strengthen the public safety program.

- 4.1.1. Review, develop, implement and maintain state of the art electronic security technology as an enhancement to the public safety program.  
4.1.2. Analyze the cost effectiveness of in house compared to contract management and maintenance of electronic security systems in Town Center.

**Resources:**

Electronic security professionals  
Needs assessments  
Monthly crime reports  
Security consultants

**Measurements:**

Conclusions drawn from monthly crime data analysis  
Conclusions drawn from Town Center Update Analysis on Crime  
Results of needs assessments  
Recommendations of Security Consultants

- 5. Strategy:** Provide public safety training to law enforcement officers and contract security officers to address the continuing needs of TCID.

- 5.1. Goal:** Provide or participate in specialized public safety training for future TCID needs.

- 5.1.1. Develop training curriculum and specialized seminars for security and law enforcement officers that address the continuing needs created by growth in the District.

**Resources:**

Montgomery College  
Sam Houston State University  
Montgomery County Sheriff's Department Training Academy  
City of Oak Ridge North Police Department  
City of Shenandoah Police Department  
Constable's Office  
Department of Public Safety

**Measurements:**

Crime data

Town Center Update Analysis on Crime and Police Visibility

Surveys

Office contacts - complaints/ praise

Trends in the rise of reports on specific crimes

Requests in calls for assistance in Town Center

- 6. Strategy:** Address crime prevention and awareness through public seminars, youth and adult awareness programs.

- 6.1. Goal:** Explore, develop and implement crime prevention and awareness programs to inform and educate the business and non-business community.

- 6.1.1. Develop and implement public safety awareness programs to educate the general public.
- 6.1.2. Participate in and support loss prevention programs addressing losses incurred by Town Center businesses (check fraud, shoplifting, etc.).
- 6.1.3. Participate in and support gang intervention and youth outreach programs.

**Resources**

Montgomery College

Local law enforcement agencies

Loss Prevention practitioners

Grant opportunities

Gang intervention

Youth outreach

Officer recognition

YMCA

**Measurements**

Survey results

Public Safety committee

Local government and public entities

## **Critical Success Factor - EMPLOYMENT**

**Rationale:** To provide a wide variety of employment opportunities by promoting The Woodlands as an epicenter for commerce, by convincing people to live and work in the area, and by developing/maintaining economic opportunities to promote prosperity.

**Objective:** Be recognized by employers and employees as the best place to employ and be employed.

**1. Strategy:** Knowledgeable & Skilled Workforce (educational programs, University Center, Community College, training programs, high school co-ops, Internships, Seniors, Job Fairs).

**1.1. Goal:** To be nationally recognized as an area rich with knowledgeable and skilled workers.

- 1.1.1. Participate in workforce training programs.
- 1.1.2. Participate in publishing communication tools to benefit employers.
- 1.1.3. Develop workforce-training programs.
- 1.1.4. Encourage recruitment of workforce from college campuses.
- 1.1.5. Promote and support internship programs.
- 1.1.6. Promote the quality of our workforce.

### **Resources:**

North Harris Montgomery Community College District  
University Center  
Education for Tomorrow Alliance  
South Montgomery County Woodlands Chamber of Commerce  
South Montgomery County Economic Development Partnership  
Funding  
Marketing and promotional materials

### **Measurements:**

National news coverage  
National awards and special recognition  
Attendance  
Circulation of printed materials  
Satisfaction surveys of area businesses  
Turnover

**2. Strategy:** Transportation (mass transit, inter-local transit)

**2.1. Goal:** Community transportation network - bringing people into the District.

2.1.1. Conduct research to better understand transportation and housing needs for

visitors and employees to ensure adequate staff for the Town Center businesses to achieve and mainstream visionary standards.

- 2.1.2. Explore public-private partnerships or private enterprise.
- 2.1.3. Identify and work with other organizations involved in creating jobs and locating, recruiting and training the necessary workforce.
- 2.1.4. Facilitate the development of job location and people finding technology.
- 2.1.5. Coordinate with jobs training organizations to ensure a knowledgeable skilled workforce.

**Resources:**

**Measurements:**

- 3. **Strategy:** Job Creation (new business attraction, job banks, postings, existing business expansions).

- 3.1. **Goal:** TCID to be a catalyst in maintaining a prosperous environment for high quality employment opportunities.

- 3.1.1. Continue support and participation in South Montgomery County Economic Development Partnership, Greater Houston Partnership.

**Resources:**

South Montgomery County Economic Development Partnership  
Greater Houston Partnership  
Montgomery College  
University Center  
Government grants for training  
Interfaith

**Measurements:**

Job turnover  
High employment  
Ratio of skilled/semi-skilled

## **Critical Success Factor - PROMOTIONS**

**Rationale:** To attract visitors to Town Center and provide a memorable experience that elicits a decision to return or relocate.

**Objective:** The Town Center will be the preferred destination point for 40 million visitors annually.

**1. Strategy:** Marketing

**1.1. Goal:** To market Town Center and communicate the goals of TCID to target populations.

- 1.1.1. Conduct marketing research.
- 1.1.2. Analyze research data.
- 1.1.3. Identify unique selling features of Town Center and specific events.
- 1.1.4. Utilize multiple marketing methods for generating interest in Town Center and specific events.
- 1.1.5. Identify opportunities for cooperative marketing for both internal (Town Center) and external (Regional) projects.
- 1.1.6. Engage cross-promotions as appropriate.
- 1.1.7. Utilize multi-lingual marketing pieces as events or target markets indicate.
- 1.1.8. Develop and implement an international marketing strategy.

### **Resources:**

Methods of Marketing to Utilize for Masses:

- Direct Mail Direct Response (DMDR)
- Advertising
- Publishing
- Public Speaking
- Sponsoring
- Radio/TV talk shows
- Newsletters
- News Releases to Media
- Audio/Video
- Brochures
- Internet and Web
- Trade Shows

### **Measurements:**

Responses to each method of marketing

### **Resources:**

Methods of Prospecting to Utilize for 1-on-1 Prospecting:

- Cold Calling
- Passive Letter Series
- Networking



Trade Show (prospecting exhibitors)  
Referrals  
Voice Mail Advertising  
Interest Mail  
Select News Releases and News Letters (sent to prospects)

**Measurements:**

Number of personal contacts with interested prospects

**2. Strategy:** Attractions

**2.1. Goal:** To offer destination attractions and amenities that are unique and that will differentiate Town Center.

- 2.1.1. Create special events such as public art shows and festivals.
- 2.1.2. Special and seasonal transportation event opportunities (horse drawn carriages, trolleys).
- 2.1.3. Create public space activity programming.

**Resources:**

Revenue  
Venue plan  
Staff  
Production companies  
Individual entertainers

**Measurements:**

Attendance  
Customer Satisfaction Survey  
Participation (sponsors)

**3. Strategy:** Public Relations (non-paid publicity)

**3.1. Goal:** To portray Town Center in the most positive light possible to all target groups, in all situations and with all events.

- 3.1.1. Maintain a chronological list of all events in Town Center.
- 3.1.2. Identify target audience for each event.
- 3.1.3. Research best media platform(s) to reach target group for each event.
- 3.1.4. Develop strong media relations with entities in each media platform.
- 3.1.5. Implement public relations plan for each event.
- 3.1.6. Establish a mechanism for 2-way communication with TCID constituents.

**Resources:**

List of media contacts that do not require paid publicity

**Measurements:**

Sales  
Surveys  
Attendance

**4. Strategy:** Advertising (paid publicity)

**4.1. Goal:** To work from a cost effective paid advertising campaign to promote TCID and special events in Town Center.

- 4.1.1. Maintain a chronological list of all TCID benchmarks and events in Town Center.
- 4.1.2. Identify target audience to reach for benchmark and each special event.
- 4.1.3. Research best media platform(s) to reach target group for each situation.
- 4.1.4. Develop strong media relations with entities in each media platform.
- 4.1.5. Implement advertising plan for each benchmark and special event.

**Resources:**

Target audience groups for each benchmark or special event  
List of media platforms and costs associated with each  
Comparison of target audience group list and media platform costs

**Measurements:**

Sales  
Surveys  
Attendance

**5. Strategy:** Information Distribution

**5.1. Goal:** To establish distribution channels at appropriate points to disseminate information to out of town visitors.

- 5.1.1. Kiosk within public areas for pamphlet distribution.
- 5.1.2. Electronic and web site opportunities.

**Resources:**

List of key distribution points in "expanding circle" priorities  
Potential for use for distribution points

**Measurements:**

Increased numbers of visitors  
Increased numbers of new residents  
Increased numbers of usage of Town Center facilities

**6. Strategy:** Destination Marketing

**6.1. Goal:** Create a Convention & Visitors Bureau (CVB) to respond to destination inquiries.

- 6.1.1. Create a 501 (c) (6) Convention & Visitors Bureau (CVB, Tourism Bureau) to provide a central point of contact to promote tourism.
- 6.1.2. Use TCID management team and staff to operate and promote CVB.
- 6.1.3. Develop co-op programs such as tours, advertising, information distribution, and packaging specials.

**Resources:**

Legal counsel  
Budget  
Sales tax funding  
HOT tax funding  
Membership revenues  
Advertising revenues  
Staff  
Consultants  
Destination Marketing Committee  
Town Center Businesses

**Measurements:**

Hotel occupancy  
Sales tax  
Conversion studies  
Economic impact analysis  
Market penetration

## **Critical Success Factor - MOBILITY**

**Rationale:** We need to provide the means to enhance mobility to and within the Town Center to effectively, efficiently and safely accommodate the anticipated growth in commerce and pedestrian and vehicular traffic.

**Objective:** Effectively, efficiently and safely move vehicles and pedestrians to and within the District.

**1. Strategy:** Signage (way finding, infrastructure)

**1.1. Goal:** Develop a way finding system to direct people to find destinations inside and outside the District.

- 1.1.1. Identify destination locations.
- 1.1.2. Develop a tiered signage system to direct vehicular and pedestrian traffic to specific locations within the major destinations.
- 1.1.3. Evaluate effectiveness of permanent and event signage.
- 1.1.4. Consider lighted signage.
- 1.1.5. Consider “information” Kiosks to provide directions.
- 1.1.6. Develop specifications for signs (materials, sizes, etc.).
- 1.1.7. Identify/write messages that go on the signs.
- 1.1.8. Get regulatory approval as needed.
- 1.1.9. Develop bid package.
- 1.1.10. Implement and manage project.

**Resources:**

Consultant  
Budget  
Technology  
International Downtown Association  
Urban Land Institute

**Measurements:**

Visibility and comprehension survey  
Maintenance costs

**2. Strategy:** Intra-District Transportation

**2.1. Goal:** Encourage and support existing transportation networks.

- 2.1.1. Partnership with trolley operators including financial support if needed.
- 2.1.2. Partnership with water taxi operators including financial support if needed.

**Resources:**

Brazos Transit District  
Texas Department of Transportation

Budget  
Grants  
Staff  
Consultants

**Measurements:**

Utilization studies  
Ridership surveys  
Cost benefit analysis

- 2.2. Goal:** Seek out alternative, unique, fun and safe methods of transportation to move people within the District.

- 2.2.1. Explore the use of monorail.
- 2.2.2. Explore the use of cable cars.
- 2.2.3. Explore the use of horse drawn carriages.
- 2.2.4. Explore the use of open-air trams.
- 2.2.5. Explore the use of aerial trams.
- 2.2.6. Explore the use of bicycle lanes.
- 2.2.7. Explore the use of remote lots (park and ride) for employees.
- 2.2.8. Explore both public and private people moving methods as they are brought to the attention of the District.

**Resources:**

Transportation consultants  
Needs analysis  
Specialists for each identified method of transportation  
Review of existing systems in other communities  
Review of methods of self-funding (e.g. validate ticket by merchant)

**Measurements:**

Traffic studies  
Ridership counts  
Public opinion polls

- 3. Strategy:** Inter-District Transportation

- 3.1. Goal:** Encourage and support methods of transportation to move people to and from the District.

- 3.1.1. Encourage and support shuttle services to and from Bush Intercontinental Airport.
- 3.1.2. Explore optional methods of getting workers into the Town Center.
- 3.1.3. Explore regulation of taxi cabs and limousine services.

**Resources:**

Transportation consultants

Needs analysis  
Specialists for each identified method of transportation  
Review of existing systems in other communities  
Review of methods of self-funding (e.g. validate ticket by merchant)  
Brazos Transit District

**Measurements:**

Traffic studies  
Ridership counts  
Public opinion polls

**4. Strategy:** Develop street parking plan.

**4.1. Goal:** Utilize street parking to maximize current and future parking capacity.

- 4.1.1. Identify streets of sufficient width and space that can be used for parking.
- 4.1.2. Develop street parking plan for both permanent parking spaces and temporary event parking spaces.
- 4.1.3. Design signage as needed to mark permanent and temporary spaces.
- 4.1.4. Explore metered parking.

**Resources:**

County Commissioners  
Street plats with measurements  
List of events that might require additional on street parking  
Developer  
Consultants  
Staff

**Measurements:**

Utilization studies  
Convenience  
Traffic flow analysis

**5. Strategy:** Pedestrian (bridges, elevated crosswalks, covered concourses, ingress & egress connections).

**5.1. Goal:** Provide safe and efficient pedestrian infrastructure to move people from one Town Center location to another.

- 5.1.1. Identify locations and types of pedestrian infrastructure enhancement.
- 5.1.2. Identify and participate as needed in public/private partnerships.

**Resources:**

Consultants  
Needs analysis  
Review existing systems in other communities

Funding

**Measurements:**

Surveys

Traffic impact

**6. Strategy:** Special Events (strategic alliances - 4<sup>th</sup> of July)

**6.1. Goal:** Create a positive experience of getting to and from a Town Center event.

- 6.1.1. Identify maximum capacity for (public) self-parking.
- 6.1.2. Explore and locate off-site parking situations outside the event venue.
- 6.1.3. Develop and implement transportation plan to event from off-site parking.
- 6.1.4. Public relations and communications campaign to educate public.
- 6.1.5. Explore alternative modes of transportation, i.e., bicycles.

**Resources:**

Transportation team

Funding

Alliances with parking facilities

Alliances with transportation providers

**Measurements:**

Utilization of off-site parking

Complaints/praises

Customer surveys

## **Critical Success Factor - FACILITIES**

**Rationale:** To accomplish our mission and be the catalyst for making Town Center a premiere development, we need facilities that enhance the image and further economic development.

**Objective:** We need to proactively identify and promote strategic facilities by establishing public/private partnerships and pursuing ownership, operations, and promotional opportunities.

**1. Strategy:** Parking (event, retail, office)

**1.1. Goal:** Provide additional parking as required (surface, garage, other) inside the Town Center.

- 1.1.1. Identify locations.
- 1.1.2. Decide on funding.
- 1.1.3. Acquire property.
- 1.1.4. Design development (construction schedule).

**Resources:**

Parking consultant  
Parking Authority

**Measurement:**

Budget  
Design Plans  
Construction

**1.2. Goal:** Manage and operate parking facilities to generate revenues in excess of costs within a reasonable time from each acquisition and/or start up.

- 1.2.1. Explore various outsourcing mechanisms to achieve the goal.
- 1.2.2. Set up economic model.
- 1.2.3. Explore alternative funding.
- 1.2.4. Special event funding.
- 1.2.5. Leasing options.
- 1.2.6. Develop Promotions and communications plan.

**Resources:**

Consultant to set up economic model  
Budget and strategy for promotion

**Measurement:**

Plans  
R.O.I. definitions



Promotional materials

- 1.3. Goal:** Explore opportunities to designate TCID as a parking authority to manage shared uses of parking facilities including private and public entities.

- 1.3.1. Identify private owners of garages and surface parking space.
- 1.3.2. Determine what would be required by the owners to motivate them to share space, i.e., insurance, hours, cleaning and maintenance, etc.
- 1.3.3. Develop and implement agreements within the TCID guidelines, goals and strategies.

**Resources:**

Garage and other parking space owners / representatives

Developer

Budget

Staff

Consultants

**Measurements:**

Number of spaces added to inventory

Utilization of available parking

Public satisfaction surveys

Cost benefit analysis

- 2. Strategy:** People places (non-pay)

- 2.1. Goal:** Provide PARKS in proportionate numbers and sizes in a timely manner to meet the needs of the population.

- 2.1.1. Identify locations and themes.
- 2.1.2. Define schedule.
- 2.1.3. Determine funding.
- 2.1.4. Acquire property.
- 2.1.5. Design and development (construction schedule).
- 2.1.6. Determine on-going maintenance needs.
- 2.1.7. Out source maintenance.

**Resources:**

Consultants

Sources of Revenue

**Measurements:**

Location and theme

Budget

Design plans

Construction

Usage and satisfaction measurements

**2.2. Goal:** Provide PLAZAS in proportionate numbers and sizes in a timely manner to meet the needs of the population.

- 2.2.1. Identify locations and themes.
- 2.2.2. Define schedule.
- 2.2.3. Determine funding.
- 2.2.4. Acquire property.
- 2.2.5. Design and development (construction schedule).
- 2.2.6. Determine on-going maintenance needs.
- 2.2.7. Out source maintenance.

**Resources:**

Consultants  
Sources of Revenue

**Measurements:**

Location and theme  
Budget  
Design plans  
Construction  
Usage and satisfaction measurements

**2.3. Goal:** Provide GARDENS in proportionate numbers and sizes in a timely manner to meet the needs of the population.

- 2.3.1. Identify locations and themes.
- 2.3.2. Define schedule.
- 2.3.3. Determine funding.
- 2.3.4. Acquire property.
- 2.3.5. Design and development (construction schedule).
- 2.3.6. Determine on-going maintenance needs.
- 2.3.7. Out source maintenance.

**Resources:**

Consultants  
Sources of Revenue

**Measurements:**

Location and theme  
Budget  
Design plans  
Construction  
Usage and satisfaction measurements

**2.4. Goal:** Provide RESTROOMS in proportionate numbers and sizes in a timely manner to meet the needs of the population.

- 2.4.1. Identify locations and themes.
- 2.4.2. Define schedule.
- 2.4.3. Determine funding.
- 2.4.4. Acquire property.
- 2.4.5. Design and development (construction schedule).
- 2.4.6. Determine on-going maintenance needs.
- 2.4.7. Out source maintenance.

**Resources:**

Consultants  
Sources of Revenue

**Measurements:**

Location and theme  
Budget  
Design plans  
Construction  
Usage and satisfaction measurements

- 2.5. Goal:** Provide WALKING TRAILS in proportionate numbers and sizes in a timely manner to meet the needs of the population.

- 2.5.1. Identify locations and themes.
- 2.5.2. Define schedule.
- 2.5.3. Determine funding.
- 2.5.4. Acquire property.
- 2.5.5. Design and development (construction schedule).
- 2.5.6. Determine on-going maintenance needs.
- 2.5.7. Out source maintenance.

**Resources:**

**Measurements:**

Location and theme  
Budget  
Design plans  
Construction  
Usage and satisfaction measurements

- 2.6. Goal:** Provide proportionate numbers of public (no charge) places for cultural, artistic and educational experiences (such as permanent art displays, dancing water sculpture, art and music gardens).

- 2.6.1. Identify locations and themes.
- 2.6.2. Define schedule.
- 2.6.3. Determine funding.

- 2.6.4. Acquire property.
- 2.6.5. Design and development (construction schedule).
- 2.6.6. Determine on-going maintenance needs.
- 2.6.7. Out source maintenance.

**Resources:**

Consultants  
Site Visits  
Sources of Revenue

**Measurements:**

Location and theme  
Budget  
Design plans  
Construction  
Usage and satisfaction measurements

**3. Strategy: People Places (pay per service)**

**3.1. Goal:** Provide pay per service facilities and functions that draw people to Town Center; examples: theater, performing arts complex, natural science museum, sports and recreation venues (ice skating rink).

- 3.1.1. Identify locations.
- 3.1.2. Define schedule.
- 3.1.3. Determine funding.
- 3.1.4. Acquire property.
- 3.1.5. Design and development (construction schedule).
- 3.1.6. Determine on-going maintenance needs.
- 3.1.7. Out source maintenance.

**Resources:**

Feasibility study to address community needs

**Measurements:**

Identify locations and themes  
Define Schedule  
Determine Funding  
Acquire property (if necessary)  
Design and Develop (construction schedule)

**4. Strategy: Public Safety (public, private, monitoring)**

**4.1. Goal:** Plan Public Safety facilities around demand for service impacted by future development. Examples to be considered:

- Public Safety Center (include monitoring and dispatch)

- First Aid stations
- Police substations (break stations) would necessitate parking area
- Bicycle and foot patrol substations (break stations) no parking area necessary
- Mounted patrol station (tack room, rest stables)
- Boat patrol substations (break stations)

- 4.1.1. Identify locations.
- 4.1.2. Define schedule.
- 4.1.3. Determine funding.
- 4.1.4. Acquire property.
- 4.1.5. Design and development (construction schedule).
- 4.1.6. Determine on-going maintenance needs.
- 4.1.7. Out source maintenance.

**Resources:**

Survey

Feasibility Study - manpower, equipment

**Measurements:**

Prioritize Order for Development

Partnering/Support

Viability of officers 50% of the time

**5. Strategy: Waterway Management**

**5.1. Goal:** Provide collateral opportunities to ensure the Waterway can be accessed and enjoyed by the public.

- 5.1.1. Sponsor continued market research to identify public facility needs such as additional strategic bridges, rest areas, drinking fountains, etc.
- 5.1.2. Work collaboratively with the developer to define long term care of the Waterway and the built in public amenities.
- 5.1.3. Provide funding, where possible, to encourage supplemental amenities that would strengthen the long-term attractiveness and functional enjoyment of the Waterway.
- 5.1.4. Obtain any necessary and desirable management and operating responsibilities in order to establish legal authority to expand public monies on the Waterway.
- 5.1.5. Develop and implement a management plan for The Woodlands Waterway.

**Resources:**

Research - On-site consultant

Funding maintenance

Funding for supplemental amenities

Legal counsel

Staff  
Cost sharing opportunities  
Adjacent businesses  
Brazos Transit District

**Measurement:**

Cost Benefit Analysis  
Long term performance based agreement  
Evaluating maintenance cost  
Inspection cycle  
Flexibility of management plan  
Holiday lighting  
Permanent lighting  
Fountains  
Parks

**6. Strategy:** Convention Center/Hotel Complex

**6.1. Goal:** Build a convention center complex through public, private partnerships, further establishing TCID as a destination point enhancing economic vitality in the region.

- 6.1.1. Form public private partnership to establish agreements for the management and operation of the public/private facility complex (i.e., management, food services, etc.).
- 6.1.2. Fund project through bonds with debt retirement via hotel tax and other funding sources.
- 6.1.3. Out source management and operation of facilities.

**Resources:**

Contract Manager  
Funding plan

**Measurements:**

Occupancy rates (hotel, convention center)

**7. Strategy:** Visitor and Tourism Center

**7.1. Goal:** Establish a physical location for a tourism and visitor center.

- 7.1.1. Identify locations.
- 7.1.2. Define schedule.
- 7.1.3. Determine funding.
- 7.1.4. Acquire property.
- 7.1.5. Design and development (construction schedule).
- 7.1.6. Determine on-going maintenance needs.
- 7.1.7. Out source maintenance.

**Resources:**

Cost benefit analysis

Consultants (study, architecture, etc.)

Funding

Staff

**Measurements:**

Define Schedule

Determine Funding

Acquire property (if necessary)

Design and Develop (construction schedule)

Operational facility